

Title Page:

STRATEGIC PLAN

FOR

HORSESHOE BEND NATIONAL MILITARY PARK

OCTOBER 1, 2005 - SEPTEMBER 30, 2008

The purpose of Horseshoe Bend National Military Park is to commemorate the Battle of Horseshoe Bend and the people involved in the battle; to develop the means for the public to understand, appreciate, benefit from, and enjoy the park; to preserve the battlefield and associated landscape; and to interpret the cultural relationships and conflicts leading to the Creek War as well as the War's impact on the Creek people, and on the War of 1812 and on the western expansion of the United States and the role this war played in the career of Andrew Jackson and the development of our nation.

Results Act and Planning Cycle:

PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- * mission statement based in law, executive order, etc.;
- * long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- * how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * key external factors which could positively or negatively affect goal accomplishment;
- * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- * developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- * annual goals to incrementally achieve long-term goals in Strategic Plan;
- * annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- * basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- * what annual goals were met or exceeded;

- * what annual goals were not met;
- * why annual goals were not met; and
- * what remedial action will be taken for goals not met.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

About the Park

Horseshoe Bend National Military Park was established by Presidential Proclamation on August 11, 1959, as authorized by an Act of Congress, approved July 25, 1956. The park, containing 2040 acres, is located in eastern Alabama. The park preserves the battlefield and historic landscape in perpetuity, and makes this valuable part of America's heritage available to thousands of visitors each year for their experience, enjoyment, understanding, and appreciation. The park receives approximately 100,000 recreational visitors annually, and about one million total visits, including residential traffic.

Mission of National Park Service at Horseshoe Bend National Military Park

The mission of the National Park Service at Horseshoe Bend National Military Park is rooted in and grows from the 1959 Presidential Proclamation and the park's legislated mandate found in the Act of Congress (70 Stat. 651, Public Law 800, 84th Congress, 1956 Chapter 729, 2nd Session, HR 11766).

Legislative Intent

The Presidential Proclamation and the park's legislation mandate the National Park Service to:

- set the area apart as a unit of the National Park System for the benefit and enjoyment of the people of the United States;
- administer, protect, and develop the park, subject to the provisions of the National Park Service Organic Act;
- construct and maintain necessary roads, trails, markers, buildings, and other improvements, and such facilities for the care and accommodation of visitors.

Purpose

The park was established to commemorate the last major battle of the Creek Indian War (1813-1814) which took place within a horseshoe-shaped bend of the Tallapoosa River, in what is now Tallapoosa County, Alabama. The Creek Indian War consisted of 17 battles, with the final and most significant battle fought at Horseshoe Bend on March 27, 1814. In this battle 3,300 frontier troops and Indian allies under the command of Andrew Jackson defeated 1,000 Creek warriors who had fortified themselves behind a seemingly impregnable log barricade. More than 800 Creek Indians were killed, ending for all time the military power of the Creek Nation.

Therefore, the purpose of Horseshoe Bend National Military Park is to commemorate the Battle of Horseshoe Bend and the people involved in the battle; to develop the means for the public to understand, appreciate, benefit from, and enjoy the park; to preserve the battlefield and associated landscape; and to interpret the cultural relationships and conflicts leading to the Creek War as well as the War's impact on the Creek people, and on the War of 1812 and on the western expansion of the United States and the role this war played in the career of Andrew Jackson and the development of our nation.

Significance

- The primary significance of Horseshoe Bend National Military Park can be summarized as:
- The battle resulted in the forced emigration of the Creek People.
- The decisive battle led to the creation of the state of Alabama and westward expansion of the young United States.
- The battle established the prominence of Andrew Jackson.
- More Native American lives were lost in this battle than in any single battle with U.S. troops in the history of the United States.
- Presents a unique venue for the interpretation of the history of the Creek people.
- Preserves one of the few War of 1812 sites that is open to the public and interpreted.

KEY EXTERNAL FACTORS AFFECTING PLAN'S ACCOMPLISHMENT

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as

natural events, they have no control over whatsoever. In developing Horseshoe Bend National Military Park's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

Water Resources

The Tallapoosa River is the life blood of the park's natural resources, as it flows four miles through the park. Alabama Power Company regulates water release and river flow entirely for electrical purposes at Harris Dam, approximately 35 miles above the park boundary. The current water release regimen causes river fluctuations of several feet every day, measured by USGS within the park. Antidotal evidence suggests this artificial flow variation may have severely impacted fisheries and other river dependent species within the park.

Concurrently, the dam may be partially responsible for increased flooding during heavy rain events, when the captured water of Harris Lake, above the dam, is released too quickly. Severe floods may threaten the stability of the park's two known American Indian cultural sites, the Tohopeka Village Site, and the New Yauka Village Site, as well as non-historic park resources such as roads and trails.

The ongoing "water wars" between Georgia, Alabama and Florida create a tremendous unknown to the flow quantity of the Tallapoosa River as it traverses the park. Recent attempts to come to agreement between the States have collapsed and the issue of water use has apparently been returned to Federal Court. The National Park Service was actively engaged with the Federal Commissioner to help protect river resources during the inter-state negotiations. The Service may have even less influence with the issue being returned to the court.

Natural Disasters

Hurricane, tornado and wildland forest fires are frequent threats to the 2040 acres of the park. From past experience we know that these events, much like flooding, require park staff to concentrate on emergency preparation and cleanup operations rather than normal park operations. Customary tasks such as public education, maintenance, and visitor services stop until the event has passed and cleanup is completed and we are able to reopen the park to the visitors and provide a safe visit.

During the park's history, there has not been any recorded forest fires within the boundaries of the park. Horseshoe Bend NMP encompasses over 1,700 acres of medium-aged second growth forest. Over the past 30 years, there has been a significant increase in flammable ground fuels. Although the park has developed an approved fire management plan and has initiated fuel reduction projects, the amount and degree of hazardous fuels in the park, combined with frequent, severe lightening storms and seasonally high fire danger (in late summer and fall) will continue to provide a threat to park resources for some years to come.

Human Resources

Horseshoe Bend is staffed by ten permanent full-time employees. The Interpretation Division and the Protection & Resource Mgt Division each have two FTE to provide visitor services, education, visitor and resource protection and resource management duties for the approximately 100,000 annual recreation visitors. Staffing limitations will continue to effect the number and types of interpretive programs the park provides the public as well as the number and type of resource monitoring and restoration projects which can be completed. During times of illness, training, or vacancies, staff from other division must be called away from their jobs to provide for the visitors.

Area Population Increasing

The rural atmosphere of Horseshoe Bend NMP is threatened by the increasing population of Tallapoosa County. The area was named the number one (#1) retirement community in three national magazines several years ago and retirees have been pouring in since then. Due to the influx of retirees moving into the area, rural land prices have increased dramatically. It is now beneficial to landowners to sell lands that were previously used for farming and pasturelands. Currently the park's closest neighbor is one half mile away, but we have been contacted by realtor and landowners with discussions that subdivisions may be built on the parks

northeast boundary. If this progresses, the park could develop problems with increased highway traffic, waste product pollution, noise, and other urban sprawl issues.

Local and Regional Economic Situation

Although the area is seeing increased immigration of retired people, the county has experienced a marked decline in industry and economic development. For many decades, Tallapoosa and the surrounding counties were dependent on Russell Corporation's huge mill and clothing industry for their economic stability. During the past decade, Russell and other mills have downsized and/or relocated to foreign countries. The resulting impact on the local economy can not be over emphasized. Many smaller business have closed and overall economic health has been severely diminished.

The County and the two larger cities have begun efforts to attract newer, smaller industries and have seen some success, but the overall economic climate continues to be pessimistic. This has limited the park's ability to partner with business and other governmental agencies and reduced the interest in organizing an effective "friends" group.

CONSULTATION IN PLAN PREPARATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Horseshoe Bend National Military Park's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

The park's original Strategic Plan was developed in 1998, based on a Management Objectives Workshop held fourteen months earlier. That workshop brought together a diverse group consisting of National Park Service, State, local, and organization officials, who collectively:

- Reviewed the legislation relating to HOBE;
- Developed a statement of purpose for the park;
- Developed a statement of significance that reflects the park's distinctive position in the NPS and its major attributes;
- Lists the issues affecting the park;
- Listed objectives the park should follow for the next ten years.

This current version of the park's Strategic Plan is based in large part upon that earlier document, and upon Long Range Interpretive Planning workshops held last year in the park. These workshops included representatives of local government, local school system, historical association, academics, State Historical Commission, the Muscogee (Creek) Nation, Cherokee Nation of Oklahoma, and the Eastern Band of Cherokee Indians.

Participants of 1996 Management Objectives Workshop

Park Partners

Jimmy Abbett, Tallapoosa County Sheriff
Col. Dick Bronson, Director Lake Martin Lake Watch
Judge C.J. Coley, Tallapoosa County
Darla Graves, Alabama Indian Affairs Commission
Prencella Hamby, Chairman, Dadeville Chamber of Commerce Tourism Committee
Barry Ingram, President Dadeville Area Chamber of Commerce
Ned Jenkins, Fort Toulouse/Jackson State Historical Park
Farrell Tidwell, Mayor, Town of Dadeville
Bruce Wallace, Publisher The Alexander City Outlook
Other National Park Service Staff
Bob Blythe, Historian, Atlantic Coast System Support Office

Martha Bogle, Superintendent Congaree Swamp NHS
Mary Collier, Assistant Superintendent Cape Hatteras NS
Kay Garner, Atlantic Coast System Support Office
Bob Newkirk, former Superintendent Atlantic Coast System Support Office
Sarah Zimny, Stewardship and Partnership Team, Atlantic Coast System Support Office
Horseshoe Bend National Military Park
Harry Cook, Park Ranger
James David, former Superintendent
Millard Patterson, Maintenance
John Reid, Park Ranger
Steve Vines, Maintenance

Participants of 2003 Long Range Interpretive Planning Workshops

Park Partners

Dr. Richard Allen, Historic Preservation Officer, Cherokee Nation of Oklahoma
Ralph Banks, Volunteer-In Parks, Horseshoe Bend NMP
Joyce Bear, Historic Preservation Officer, Muscogee (Creek) Nation
James Bird, Cultural Resources Director, Eastern Band of Cherokee Indians
Dr. Kathryn Braund, Professor, Auburn University
Paul Farmer, Vice-President, Tallapoosa County Historical Commission
Jim Parker, Site Manager, Fort Toulouse/Jackson State Historical Park
Emily Patterson, Teacher, Dadeville, Alabama Elementary Schools
Tim Thompson, Cultural Advisor, Muscogee (Creek) Nation

Other National Park Service Staff

Mary Mallen, Interpretive Planner, Harpers Ferry Center
Polly Nordstrand, Curator/Exhibit Planner, Harpers Ferry Center
Chris Revels, Chief Ranger, Kings, Mountain National Military Park
Roberta Wendell, Wayside Exhibit Designer, Harpers Ferry Center
Don Wollenhaupt, Southeast Regional Chief of Interpretation
Horseshoe Bend National Military Park
Ove Jensen, Park Ranger, Lead Interpreter
Mark Lewis, Superintendent
Mike Manning, Park Ranger, Law Enforcement/Resource Management
Steve Vines, Maintenance

Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Jim Cahill, Chief Ranger
Steve Crowder, Chief of Maintenance
Vicki Garrett, Administrative Assistant
Ove Jensen, Park Ranger, Lead Interpreter
Alice Faye Johnson, Administrative Officer
Mark Lewis, Superintendent

The final plan was written by Vicki Garrett, Administrative Assistant. Park GPRA Coordinator is Alice Faye Johnson, Administrative Officer.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 12, 2005

DOI Goal ID Number:

NPS Goal ID Number: la01C

Park/ Program Goal ID Number: HB-la01C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Closely associated Wetland goal

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Horseshoe Bend National Military Park's wetlands will be inventoried and desired conditions identified.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Park must enter

Acres

park must enter

0

0

5-Year Results Plan:

By September 30, 2005, Horseshoe Bend National Military Park will determine how many acres of wetlands are within the park and define desired condition.

By September 30, 2006, Horseshoe Bend National Military Park will determine how many acres of wetlands are within the park and define desired condition.

By September 30, 2007, Horseshoe Bend National Military Park will determine how many acres of wetlands are within the park and define desired condition.

By September 30, 2008, Horseshoe Bend National Military Park will determine how many acres of wetlands are within the park and define desired condition.

During FY 2005 - 2008 the Resource Management Staff will work with the staff of SERO to determine the number of acres of wetlands with Horseshoe Bend NMP.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 12, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia01D

Park/ Program Goal ID Number: HB-Ia01D

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Closely Associated riparian goal

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Horseshoe Bend National Military Park's riparian areas will be inventoried and desired conditions identified.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Park Must Determine

Unit Measure:

Acres

Condition (Desired):

Park Must Determine

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, Horseshoe Bend National Military Park's riparian areas will be inventoried and desired conditions identified.

By September 30, 2006, Horseshoe Bend National Military Park's riparian areas will be inventoried and desired conditions identified.

By September 30, 2007, Horseshoe Bend National Military Park's riparian areas will be inventoried and desired conditions identified.

By September 30, 2008, Horseshoe Bend National Military Park's riparian areas will be inventoried and desired conditions identified.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 07, 2005

DOI Goal ID Number:

NPS Goal ID Number: la01E

Park/ Program Goal ID Number: HB-1a01E

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Upland area

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 637 (31% of 2030 acres) of National Military Park's upland acres achieve desired conditions where conditions are known and are specified in management plans.

Target
Year:

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

park determined

acres

park determined

2030

0

5-Year Results Plan:

By September 30, 2005, 0 (0% of 2030 acres) of Horseshoe Bend National Military Park's upland acres will not achieve desired conditons until conditions are defined.

By September 30, 2006, 0 (0% of 2030 acres) of Horseshoe Bend National Military Park's upland acres will not achieve desired condtions until conditions are defined.

By September 30, 2007, 408 (20% of 2030 acres) of Horseshoe Bend National Military Park's upland acres achieve desired conditions where conditions are known and are specified in management plans.

By September 30, 2008, 637 (31% of 2030 acres) of Horseshoe Bend National Military Park's upland acres achieve desired conditions where conditions are known and are specified in management plans.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: la02B

Park/ Program Goal ID Number: HB-la02B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

By September 30, 2008, X% (Y of Z) species of (Park Name) populations of native plant and animal species of concern are being managed.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 1 (100% of 1) species of Horseshoe Bend National Military Park's populations of native plant and animals Species of Management Concern are managed to self-sustaining levels.

*Target
Year:*

*Performance Indicator
(what is measured):*

managed

Unit Measure:

Each species

Condition (Desired):

Desired level

*Total # Units in
Baseline:*

1

*Status in Base
Year (# Meeting
Condition):*

1

5-Year Results Plan:

By September 30, 2005, 1 (100% of 1) species of Horseshoe Bend National Military Park's populations of native plant and animals Species of Management Concern are monitored. Pine stands will be monitored along with local advisories.

By September 30, 2006, 1 (100% of 1) species of Horseshoe Bend National Military Park's populations of native plant and animals Species of Management Concern are monitored. Pine stands will be monitored along with local advisories.

By September 30, 2007, 1 (100% of 1) species of Horseshoe Bend National Military Park's populations of native plant and animals Species of Management Concern are monitored. Pine stands will be monitored along with local advisories.

By September 30, 2008, 1 (100% of 1) species of Horseshoe Bend National Military Park's populations of native plant and animals Species of Management Concern are monitored. Pine stands will be monitored along with local advisories.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a07

Park/ Program Goal ID Number: HB-1a07

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Cultural Landscapes

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 1 of 1 (100%) of Horseshoe Bend National Military Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

Target
Year:

2008

Performance Indicator
(what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in
Baseline:

1

Status in Base
Year (# Meeting
Condition):

1

5-Year Results Plan:

By September 30, 2005, 1 of 1 (100%) of Horseshoe Bend National Military Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

By September 30, 2006, 1 of 1 (100%) of Horseshoe Bend National Military Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

By September 30, 2007, 1 of 1 (100%) of Horseshoe Bend National Military Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

By September 30, 2008, 1 of 1 (100%) of Horseshoe Bend National Military Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 25, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1a1A

Park/ Program Goal ID Number: HB-1a1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

21,850 acres (5% of 437,150) acres targeted as of 2003 for restoration where restoration is complete (acres disturbed by past development)

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 5 (100%) of 5 acres of Horseshoe Bend National Military Park's lands disturbed by prior human development or agricultural use and targeted (or planned) by September 30, 2003, for restoration, are restored.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Disturbed land

acres

Restored/Mitigated

5

0

5-Year Results Plan:

By September 30, 2005, 0 (0%) of 5 acres of Horseshoe Bend National Military Park's lands disturbed by prior human development or agricultural use and targeted (or planned) by September 30, 2003, for restoration, are restored. (Establishing plots will be completed during FY-05, no actual accomplishments)

By September 30, 2006, 2 (40%) of 5 acres of Horseshoe Bend National Military Park's lands disturbed by prior human development or agricultural use and targeted (or planned) by September 30, 2003, for restoration, are restored through mechanical duff reduction.

By September 30, 2007, 3 (60%) of 5 acres of Horseshoe Bend National Military Park's lands disturbed by prior human development or agricultural use and targeted (or planned) by September 30, 2003, for restoration, are restored.

By September 30, 2008, 5 (100%) of 5 acres of Horseshoe Bend National Military Park's lands disturbed by prior human development or agricultural use and targeted (or planned) by September 30, 2003, for restoration, are restored.

To provide baseline inventory data from which to evaluate the impacts of various mechanical treatments on restoration of native long-leaf pines. This process will include inventory and mapping of surviving long-leaf pine over story.

FY 2005 The first step is to plot the long-leaf pine area in accordance with NPS FMH handbook standards.

FY 2006 Restoration through mechanically reducing duff/ground layering.

FY 2007 Restoration through mechanical reduction of competing post cultivation hardwood, competing species.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 25, 2005

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Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 10, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia1B

Park/ Program Goal ID Number: HB-Ia1B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Invasive species: 250,000 acres (9.6% of 2.6 million) of acres infested with invasive plant species are contained.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008 116 infested acres (22% of 540 acres) of Horseshoe Bend National Military Park's lands impacted by invasive (non-native) plants are controlled.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Impacted Lands

acres

Contained

540

540

5-Year Results Plan:

By September 30, 2005 104 infested acres (19% of 540 acres) of Horseshoe Bend National Military Park's lands impacted by invasive (non-native) plants are controlled.

By September 30, 2006 108 infested acres (20% of 540 acres) of Horseshoe Bend National Military Park's lands impacted by invasive (non-native) plants are controlled.

By September 30, 2007 112 infested acres (21% of 540 acres) of Horseshoe Bend National Military Park's lands impacted by invasive (non-native) plants are controlled.

By September 30, 2008 116 infested acres (22% of 540 acres) of Horseshoe Bend National Military Park's lands impacted by invasive (non-native) plants are controlled.

Non-native (invasive) plants will be identified and contained within 540 acres of Horseshoe Bend National Military Park. Although identification of invasive plants throughout the park's 2040 acres could be possible, containment under present staffing is only feasible on the 540 acres of park that is routinely used/viewed by park visitors. Park Protection and Resource Management staff and Maintenance staff will identify invasive species. The P&RM staff will work with SERO IPM Managers and develop the best management plan to eradicate the species in question, i.e. approved herbicides and/or mechanical reduction.

Species identified presently: Privet, Mimosa, Honeysuckle, Johnson Grass

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a2C

Park/ Program Goal ID Number: HB-1a2C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (4% of ZZ) of invasive animal populations are controlled.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 2 (100% of 2) of Horseshoe Bend National Military Park invasive (non-native) animal and insect populations have been effectively controlled. 26% of the parks 2040 acres (540 acres of visitor use areas) is effectively controlled for fire ant and Japanese Beetle populations.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Species status

Each population

Contained

2

2

5-Year Results Plan:

By Spetember 30, 2005, 2 (100% of 2) of Horseshoe Bend National Military Park invasive (non-native) animal and insect populations have been effectively controlled. 26% of the parks 2040 acres (540 acres of visitor use areas) is effectively controlled for fire ant and Japanese Beetle populations.

By Spetember 30, 2006, 2 (100% of 2) of Horseshoe Bend National Military Park invasive (non-native) animal and insect populations have been effectively controlled. 26% of the parks 2040 acres (540 acres of visitor use areas) is effectively controlled for fire ant and Japanese Beetle populations.

By Spetember 30, 2007, 2 (100% of 2) of Horseshoe Bend National Military Park invasive (non-native) animal and insect populations have been effectively controlled. 26% of the parks 2040 acres (540 acres of visitor use areas) is effectively controlled for fire ant and Japanese Beetle populations.

By Spetember 30, 2008, 2 (100% of 2) of Horseshoe Bend National Military Park invasive (non-native) animal and insect populations have been effectively controlled. 26% of the parks 2040 acres (540 acres of visitor use areas) is effectively controlled for fire ant and Japanese Beetle populations.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: la4A

Park/ Program Goal ID Number: HB-la4A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Water quality: Surface waters -130,381miles of streams and rivers (99.3% of 131,300 miles) meet State (EPA approved) water quality standards.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 8.1 miles (100% of 8.1 miles) of streams and rivers managed by Horseshoe Bend National Military Park will meet water quality standards.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Water quality

Unit Measure:

Miles and/or acres

Condition (Desired):

Unimpaired

*Total # Units in
Baseline:*

8.1

*Status in Base
Year (# Meeting
Condition):*

8.1

5-Year Results Plan:

By September 30, 2005, 2.0 miles (25% of 8.1 miles) of streams and rivers managed by Horseshoe Bend National Military Park will meet water quality standards.

By September 30, 2006, 4.1 miles (50% of 8.1 miles) of streams and rivers managed by Horseshoe Bend National Military Park will meet water quality standards.

By September 30, 2007, 6.1 miles (75% of 8.1 miles) of streams and rivers managed by Horseshoe Bend National Military Park will meet water quality standards.

By September 30, 2008, 8.1 miles (100% of 8.1 miles) of streams and rivers managed by Horseshoe Bend National Military Park will meet water quality standards.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a5

Park/ Program Goal ID Number: HB-1a5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

47% of historic structures on the current List of Classified Structures are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008 2 of 4 (50%) of Horseshoe Bend National Military Parks historic structures on the current List of Classified Structures are in good condition.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

*Total # Units in
Baseline:*

4

*Status in Base
Year (# Meeting
Condition):*

2

5-Year Results Plan:

By September 30, 2005 2 of 4 (50%) of Horseshoe Bend National Military Parks historic structures on the current List of Classified Structures are in good condition.

By September 30, 2006 2 of 4 (50%) of Horseshoe Bend National Military Parks historic structures on the current List of Classified Structures are in good condition.

By September 30, 2007 2 of 4 (50%) of Horseshoe Bend National Military Parks historic structures on the current List of Classified Structures are in good condition.

By September 30, 2008 2 of 4 (50%) of Horseshoe Bend National Military Parks historic structures on the current List of Classified Structures are in good condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: la6

Park/ Program Goal ID Number: HB-la6

NPS Servicewide Goal Description (Mission or Long-term Goal text):

75.5% of preservation and protection standards are met for park museum collections .

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 115 (88%) of 130 applicable preservation and protection standards for Horseshoe Bend National Military Park's museum collections are met.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Applicable standards

Each standard

Standards meet

130

115

5-Year Results Plan:

By September 30, 2005, 115 (88%) of 130 applicable preservation and protection standards for Horseshoe Bend National Military Park's museum collections are met.

By September 30, 2006, 115 (88%) of 130 applicable preservation and protection standards for Horseshoe Bend National Military Park's museum collections are met.

By September 30, 2007, 115 (88) of 130 applicable preservation and protection standards for Horseshoe Bend National Military Park's museum collections are met.

By September 30, 2008, 115 (88%) of 130 applicable preservation and protection standards for Horseshoe Bend National Military Park's museum collections are met.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a8

Park/ Program Goal ID Number: HB-1a8

NPS Servicewide Goal Description (Mission or Long-term Goal text):

50% of the recorded archeological sites with condition assessments are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 77% of 13 Horseshoe Bend National Military Park archeological sites listed on the current Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Condition

Each archeological site

Good

13

10

5-Year Results Plan:

By September 30, 2005, 77% of 13 Horseshoe Bend National Military Park archeological sites listed on the current Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

By September 30, 2006, 77% of 13 Horseshoe Bend National Military Park archeological sites listed on the current Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

By September 30, 2007, 77% of 13 Horseshoe Bend National Military Park archeological sites listed on the current Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

By September 30, 2008, 77% of 13 Horseshoe Bend National Military Park archeological sites listed on the current Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2C

Park/ Program Goal ID Number: HB-1b2C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 4 of 4 (100%) of Horseshoe Bend National Military Park historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Number updated

Each record

Updated

4

4

5-Year Results Plan:

By September 30, 2005, 4 of 4 (100%) of Horseshoe Bend National Military Park historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

By September 30, 2006, 4 of 4 (100%) of Horseshoe Bend National Military Park historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

By September 30, 2007, 4 of 4 (100%) of Horseshoe Bend National Military Park historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

By September 30, 2008, 4 of 4 (100%) of Horseshoe Bend National Military Park historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ib2D

Park/ Program Goal ID Number: HB-Ib2D

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Museum objects cataloged are increased by 39.6% (from FY 2001 baseline of 42.4 million to 59.2 million). Percent increase in NPS museum objects cataloged

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Horseshoe Bend National Military Park museum objects cataloged and submitted to the National Catalog is increased from 36,361 in FY 2001 to 36,997 (2% increase).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Number of museum objects
cataloged

Each museum object added

Increase

36361

36361

5-Year Results Plan:

By September 30, 2005, the number of Horseshoe Bend National Military Park museum objects cataloged and submitted to the National Catalog is increased from 36,361 in FY 2001 to 36,997 (2% increase).

By September 30, 2006, the number of Horseshoe Bend National Military Park museum objects cataloged and submitted to the National Catalog is increased from 36,361 in FY 2001 to 36,997 (2% increase).

By September 30, 2007, the number of Horseshoe Bend National Military Park museum objects cataloged and submitted to the National Catalog is increased from 36,361 in FY 2001 to 36,997 (2% increase).

By September 30, 2008, the number of Horseshoe Bend National Military Park museum objects cataloged and submitted to the National Catalog is increased from 36,361 in FY 2001 to 36,997 (2% increase).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb3A

Park/ Program Goal ID Number: HB-lb3A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of 270 parks with significant natural resources have identified their vital signs for natural resource monitoring

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Horseshoe Bend National Military Park has identified its vital signs for natural resource monitoring.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Vital signs

Unit Measure:

Each park

Condition (Desired):

Identified

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, Horseshoe Bend National Military Park has not identified its vital signs for natural resource monitoring.

By September 30, 2006, Horseshoe Bend National Military Park has not identified its vital signs for natural resource monitoring.

By September 30, 2007, Horseshoe Bend National Military Park has not identified its vital signs for natural resource monitoring.

By September 30, 2008, Horseshoe Bend National Military Park has identified its vital signs for natural resource monitoring.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: lb3B

Park/ Program Goal ID Number: HB-lb3B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

88% of 270 parks with significant natural resources have implemented natural resource monitoring of key vital signs parameters

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Horseshoe Bend National Military Park has implemented natural resource monitoring of key vital signs parameters.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Vital signs

Unit Measure:

Each park

Condition (Desired):

Monitoring

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, Horseshoe Bend National Military Park has not implemented natural resource monitoring of key vital signs parameters.

By September 30, 2006, Horseshoe Bend National Military Park has not implemented natural resource monitoring of key vital signs parameters.

By September 30, 2007, Horseshoe Bend National Military Park has not implemented natural resource monitoring of key vital signs parameters.

By September 30, 2008, Horseshoe Bend National Military Park has implemented natural resource monitoring of key vital signs parameters.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIa1A

Park/ Program Goal ID Number: HB-IIa1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 95% of visitors to Horseshoe Bend National Military Park are satisfied with appropriate park facilities, services and recreational opportunities.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor satisfaction

percent

Satisfied

94

0

5-Year Results Plan:

By September 30, 2005, 95% of visitors to Horseshoe Bend National Military Park are satisfied with appropriate park facilities, services and recreational opportunities.

By September 30, 2006, 95% of visitors to Horseshoe Bend National Military Park are satisfied with appropriate park facilities, services and recreational opportunities.

By September 30, 2007, 95% of visitors to Horseshoe Bend National Military Park are satisfied with appropriate park facilities, services and recreational opportunities.

By September 30, 2008, 95% of visitors to Horseshoe Bend National Military Park are satisfied with appropriate park facilities, services and recreational opportunities.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIa2A

Park/ Program Goal ID Number: HB-IIa2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor accidents/incidents at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Accidents/incidents

Unit Measure:

Each accident/incident

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, the number of visitor accidents/incidents at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2006, the number of visitor accidents/incidents at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2007, the number of visitor accidents/incidents at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2008, the number of visitor accidents/incidents at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: HB-Ila2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of servicewide visitor fatalities will be at or below 100 (an 11% decrease from the FY2000 - FY2001 baseline of 112).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor fatalities at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Fatalities

Each fatality

Reduced

0

0

5-Year Results Plan:

By September 30, 2005, the number of visitor fatalities at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2006, the number of visitor fatalities at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2007, the number of visitor fatalities at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

By September 30, 2008, the number of visitor visitor fatalities at Horseshoe Bend National Military Park is no higher than its baseline number of 0 (FY 2000-FY2003 annual average).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIb1

Park/ Program Goal ID Number: HB-IIb1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

87% of visitors understand and appreciate the significance of the park they are visiting

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 87% of Horseshoe Bend National Military Park visitors understand the significance of the park.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor understanding

percent

Understand

84

84

5-Year Results Plan:

By September 30, 2005, 85% of Horseshoe Bend National Military Park visitors understand the significance of the park.

By September 30, 2006, 85% of Horseshoe Bend National Military Park visitors understand the significance of the park.

By September 30, 2007, 86% of Horseshoe Bend National Military Park visitors understand the significance of the park.

By September 30, 2008, 87% of Horseshoe Bend National Military Park visitors understand the significance of the park.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 11, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10B

Park/ Program Goal ID Number: HB-IV10B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS Non-historic buildings condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 5 (83% of 6) non-historic buildings are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. Fair to good condition for non-historic building assets is a FCI score of 0.00 to 0.14.

Target
Year:

2008

Performance Indicator
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

Condition of asset

Each asset

Fair or good

6

4

5-Year Results Plan:

By September 30, 2005, 4 (67% of 6) non-historic buildings are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. Fair to good condition for non-historic building assets is a FCI score of 0.00 to 0.14.

By September 30, 2006, 4 (67% of 6) non-historic buildings are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. Fair to good condition for non-historic building assets is a FCI score of 0.00 to 0.14.

By September 30, 2007, 4 (67% of 6) non-historic buildings are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. Fair to good condition for non-historic building assets is a FCI score of 0.00 to 0.14.

By September 30, 2008, 5 (83% of 6) non-historic buildings are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. Fair to good condition for non-historic building assets is a FCI score of 0.00 to 0.14.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 11, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10C

Park/ Program Goal ID Number: HB-IV10C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 11 (79% of 14) other facilities (non-building asset types includes assets codes: 1100 unpaved roads, 2100 trails, 5100 water systems and 5200 waste water systems), non-historic are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. An FCI of 0.00 to 0.14 is fair to good condition.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Condition of asset

Each asset

Fair or good

14

11

5-Year Results Plan:

By September 30, 2005, 11 (79% of 14) other facilities (non-building asset types includes assets codes: 1100 unpaved roads, 2100 trails, 5100 water systems and 5200 waste water systems), non-historic are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. An FCI of 0.00 to 0.14 is fair to good condition.

By September 30, 2006, 11 (79% of 14) other facilities (non-building asset types includes assets codes: 1100 unpaved roads, 2100 trails, 5100 water systems and 5200 waste water systems), non-historic are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. An FCI of 0.00 to 0.14 is fair to good condition.

By September 30, 2007, 11 (79% of 14) other facilities (non-building asset types includes assets codes: 1100 unpaved roads, 2100 trails, 5100 water systems and 5200 waste water systems), non-historic are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. An FCI of 0.00 to 0.14 is fair to good condition.

By September 30, 2008, 11 (79% of 14) other facilities (non-building asset types includes assets codes: 1100 unpaved roads, 2100 trails, 5100 water systems and 5200 waste water systems), non-historic are in fair to good condition as measured by the FCI at Horseshoe Bend National Military Park. An FCI of 0.00 to 0.14 is fair to good condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa3

Park/ Program Goal ID Number: HB-IVa3

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% of Horseshoe Bend National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Employee performance plans

Each employee

Linked to goals

10

10

5-Year Results Plan:

By September 30, 2005, 100% of Horseshoe Bend National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2006, 100% of Horseshoe Bend National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2007, 100% of Horseshoe Bend National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2008, 100% of Horseshoe Bend National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: January 11, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa5

Park/ Program Goal ID Number: HB-IVa5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

25% of employee housing units are in fair or good condition as measured by the Facilities Condition Index (FCI), based on condition assessments and data in FMSS.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 3 (100% of 3) employee housing assets are in fair or good condition as measured by an FCI of 0.14 or lower at Horseshoe Bend National Military Park.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Employee housing

Each housing unit

Fair or Good

3

3

5-Year Results Plan:

By September 30, 2005, 3 (100% of 3) employee housing assets are in fair or good condition as measured by an FCI of 0.14 or lower at Horseshoe Bend National Military Park.

By September 30, 2006, 3 (100% of 3) employee housing assets are in fair or good condition as measured by an FCI of 0.14 or lower at Horseshoe Bend National Military Park.

By September 30, 2007, 3 (100% of 3) employee housing assets are in fair or good condition as measured by an FCI of 0.14 or lower at Horseshoe Bend National Military Park.

By September 30, 2008, 3 (100% of 3) employee housing assets are in fair or good condition as measured by an FCI of 0.14 or lower at Horseshoe Bend National Military Park.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVA6A

Park/ Program Goal ID Number: HB-IVA6A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 3,000.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Horseshoe Bend National Military Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of 0.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Incidents

Unit Measure:

Each incident resulting in
injury

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, the number of Horseshoe Bend National Military Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of 0.

By September 30, 2006, the number of Horseshoe Bend National Military Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of 0.

By September 30, 2007, the number of Horseshoe Bend National Military Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of 0.

By September 30, 2008, the number of Horseshoe Bend National Military Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of 0.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: HB-IVa6B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The servicewide Continuation of Pay (COP) hours will be at or below 54,100 hours (a 27% reduction from the FY 1997-2001 average of 73,775 hours).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Horseshoe Bend National Military Park hours of Continuation of Pay is at or below 0.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

COP hours

Each COP hour

Reduced

0

0

5-Year Results Plan:

By September 30, 2005, the number of Horseshoe Bend National Military Park hours of Continuation of Pay is at or below 0.

By September 30, 2006, the number of Horseshoe Bend National Military Park hours of Continuation of Pay is at or below 0.

By September 30, 2007, the number of Horseshoe Bend National Military Park hours of Continuation of Pay is at or below 0.

By September 30, 2008, the number of Horseshoe Bend National Military Park hours of Continuation of Pay is at or below 0.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: HB-IVa6C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS number of employee fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Horseshoe Bend National Military employee fatalities will also be reported but will not be targeted.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

By September 30, 2005, the number of Horseshoe Bend National Military employee fatalities will also be reported but will not be targeted.

By September 30, 2006, the number of Horseshoe Bend National Military employee fatalities will also be reported but will not be targeted.

By September 30, 2007, the number of Horseshoe Bend National Military employee fatalities will also be reported but will not be targeted.

By September 30, 2008, the number of Horseshoe Bend National Military employee fatalities will also be reported but will not be targeted.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: HB-IVb1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Horseshoe Bend National Military Park has 13 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Park Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

*Total # Units in
Baseline:*

11

*Status in Base
Year (# Meeting
Condition):*

11

5-Year Results Plan:

By September 30, 2005, Horseshoe Bend National Military Park has 11 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

By September 30, 2006, Horseshoe Bend National Military Park has 11 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

By September 30, 2007, Horseshoe Bend National Military Park has 13 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

By September 30, 2008, Horseshoe Bend National Military Park has 13 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: HORSESHOE BEND NMP

Park/ Program Org Code: 5480

Date Last Updated: December 08, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: HB-IVb2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

156 million visitors served by facilitated programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, attendance at Horseshoe Bend National Military Park facilitated programs will increase to 15,720 (1% over 15,565).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Facilitated programs

Each visitor

attended

15565

15565

5-Year Results Plan:

By September 30, 2005, attendance at Horseshoe Bend National Military Park facilitated programs will increase to 15,720 (1% over 15,565).

By September 30, 2006, attendance at Horseshoe Bend National Military Park facilitated programs will increase to 15,720 (1% over 15,565).

By September 30, 2007, attendance at Horseshoe Bend National Military Park facilitated programs will increase to 15,720 (1% over 15,565).

By September 30, 2008, attendance at Horseshoe Bend National Military Park facilitated programs will increase to 15,720 (1% over 15,565).

Strategic Plan Report, FY 2005-2008
